



## **U.S. DEPARTMENT OF STATE VIRTUAL FELLOWS PROGRAM PROJECT DESCRIPTION – AF**



This project seeks a Virtual Fellow to serve with the **Organizational Assessment Team, Bureau of African Affairs (AF)** as a **Subject Matter Expert on Human Capital, Organizational Reform, and Change Management**.

**Fellow Location:** The Fellow will serve virtually and will not be physically located at the Department of State.

**Project Name:** Organizational Assessment of the Bureau of African Affairs

**Project Description:** There has been a sharp increase in U.S. interests on the African continent over the last ten years. This is reflected by:

- The boom in economic and trade opportunity;
- The expansion of White House and interagency initiatives;
- The growth in military activities; and
- The number and frequency of complex crises.

Despite this, AF's domestic operation has not been significantly restructured. The goal of this project is to position AF for the future to lead an evolving and more complex U.S. relationship with Africa. Towards this goal, a small team will conduct an organizational assessment of AF's domestic operations, policies, procedures, structure, and personnel resources. The plan is to complete this assessment and produce a change management plan in four-months.

We expect this assessment to produce recommendations on areas such as:

- Office size, mandate, and structure;
- Cost/benefit of "special" offices;
- Improvements to sub-regional crisis management;
- Strategic and broad policy planning; and
- Recruitment and retention of highly qualified Civil & Foreign Service staff.

**Potential Fellow Taskings:**

- Serve as consultant to the AF team as the project unfolds by:
  - Analyzing human capital data to identify trends;
  - Examining, aggregating, and conducting statistical analyses of interview results;
  - Applying human capital models to validate recommendations;
  - Advising during the preparation of a change management implementation plan.

**Program Requirements:** The precepts of the Virtual Fellows Program call for Fellows to have a high degree of administrative, professional, or technical knowledge/experience and a minimum of five years of professional experience that is directly applicable to the assigned task.

**Project-specific Knowledge, Skills, or Abilities:**

- Academic expertise and/or practical application of the theories of human capital management, organizational reform, and/or change management.
- Skills in critically reviewing human capital data, strategic planning efforts, communications management, competency modeling, and/or workforce analysis and measurement.
- Cursory knowledge and interest in African matters is desirable.

**Clearance:** The Fellow must be a U.S. citizen and must receive a Public Trust determination prior to starting his/her service. The Virtual Fellows Program staff will work with the accepted candidate to obtain the Public Trust determination. (Note: A candidate is NOT required to have a Public Trust determination prior to applying for this project.)

**Remuneration:** The Virtual Fellow will be appointed to the federal civil service as an intermittent, unpaid consultant. The Department assumes no responsibility for providing any salary or benefits to the Fellow in connection with his/her participation in the Program.